

організаційно-економічний механізм, що об'єднає всі види впливу антикризового цілеспрямованого і приведе до раціонального й ефективного виведення сільгоспвиробників на рівень сталого розвитку.

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Anti-recessionary management companies of the agricultural sector

The aim of this article is to make a complex appraisal of anti-crisis management in the agriculture of the region and the workout of some practical recommendations as for its improvement.

In article the modern financial condition of the agricultural enterprises is analysed. Methods and forms of realization of anti-recessionary operation of business are considered.

Lines of activity of the enterprise within the limits of the antirecessionary program and realization mechanisms ant crisis management are stated.

anti-recessionary management, the anti-recessionary program, the enterprises of the agricultural sector

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The process of marketing communicative strategy development for enterprise

This article presents the essence of marketing communicative strategy and its value for each entity. The main objective of forming a marketing communicative strategy is described. Moreover, its place in the hierarchy of strategic planning at the enterprise is determined. MCS components and their main content are defined. Step by step procedure for the formation of a marketing communicative strategy is offered. It is based on the sequence of strategic stages in the development process.

marketing strategy, marketing communications, marketing communicative strategy, brand, communication set

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Процес розробки маркетингової комунікативної стратегії підприємства

У статті розглянута сутність маркетингової комунікативної стратегії та її значення для кожного суб'єкта господарювання. Охарактеризована головна мета формування маркетингової комунікативної стратегії та визначено її місце у ієрархії стратегічного планування на підприємстві. Визначені компоненти МКС та описано основний їх зміст. Запропоновано покрокову процедуру формування маркетингової комунікативної стратегії підприємства, яка ґрунтується на послідовності етапів прийняття стратегічних рішень у процесі її розробки.

маркетингова стратегія, маркетингові комунікації, маркетингова комунікативна стратегія, бренд, комунікативний набір

Problem statement. The effectiveness of marketing communications is the main determinant of economic well-being of the enterprise in a market economy. Competitive functioning of commercial enterprises needs development and implementation of new marketing communication strategies adapted to the requirements of the fluid macro.

Communication companies develop marketing strategies for successful promotion of existing products or services. Also, for the release of their new markets or launching new products, services. Properly constructed communicative marketing strategy of the company is reliable, devoid of internal contradictions, well-functioning system of communication.

The analysis of resent research and publications. The development of marketing communication strategies engaged in such foreign scholars as: P. Anderson, F. Webster, D. Ebell, P. Kotler, J. Lambe, P. Smith, B. Yarovskyy. In Ukraine, the problem of communication strategy is devoted to theoretical and practical developments of such famous scientists as: T. Lukyanets, G. Pocheptsov, T. Primak, E. Romat, A. Starostina, V. Tkachenko etc. But the highlight approaches to the use of marketing communication strategies do not contain practical recommendations on their applications in today's business environment.

Objectives. The main aim of the article is to analyze the process of developing marketing communicative strategy and determine its principal stages.

Main material. Strategy, as determined by P. Smith - is that "where we are going" means how goals of a whole enterprise will be achieved. Strategy moves approach to the same direction and generalize it. It helps to harmonize and integrate all tactical communication tools and sometimes involves target markets, positioning, selection of the communication tools, use consistency, time scales, etc. [1].

Marketing communicative strategy is a long-term and large-scale program to achieve the main objectives of the enterprise communication within its marketing strategy. Its main task permits providing information support for the business development strategy [8].

The basic purpose of marketing communicative strategy is to increase demand, which necessitates its use in cases of:

- fall of demand for commodity nomenclature, implemented by the enterprise;
- mismatch of demand to the interests of a particular business, its objectives and priorities;
- use elements of the communication strategy of competing firms, which result or may result loss of future market positions.

The concept of positioning is a key idea at the core of marketing communicative strategy. The company should not only optimally convey to the audience, but also «burn» it out. It's like a «core essence» in the brand pyramid - that should remain in the mind of the consumer after he sticks with a brand communication.

If we consider the full range of marketing strategy development, it should be noted that it is difficult and long process. However, marketing communicative strategy (the MCS) is

developed quickly and efficiently due to proper system approach. It is unique for each entity because of combined universal algorithm for its formation.

Formation of MCS is based on the implementation of a specific purpose. It is related to the extension of consumer awareness, changing or retaining benefits, defining behavior types.

Each of the complex goals may represent a separate objective of the communicative process. It requires a hierarchical evaluation of interrelated goals of functional classification. Moreover, it is concerned to identification of the dominant component of the MCS. The process of determining the MCS is quite difficult. Often the strategy is retrospective. Firstly, tactics is planned, and then strategy is created. However, this planning scheme is too theoretical.

MCS components can be determined using the following abbreviations: STOP and SIT [7]. A linear sequence of these components does not exist. Three main components of the first abbreviation include *segmentation (S)*, *orientation (to)* and *positioning (P)*. This means that the strategy should strive for goals. Then, constantly focus on what the company plans to achieve through this strategy. The strategy should also identify which *instruments* are used and what part of the budget ("over the limit" or "at the limit" or both) exists, whether the decision to shift all the costs of advertising to direct marketing. Next letter "I" means *integration* - whether the chosen strategy integrates tools? The letter "S" means the *stage* or *sequence* - how many stages? Should I use any tactics before others? So, "SIT" - is a vice versa abbreviation – stage, integration, tools.

Developing strategies for MCS, provides many advantages. Entrepreneurs should not forget about it, because the formulation and coordination of tasks take time. Moreover, this process needs huge amount of money and requires a lot of effort. Firstly, it does worth a candle - the effort spent on achieving it. However, long - term and well-planned strategy will bring good results and provide several benefits.

Actually, MCS of an enterprise is developed for successful market promotion of an existing product or service, but also for entering new markets or release a new product, service.

Communication strategy developing is based on the actual needs of the market, taking into account the benefits of the target audience, its mentality and many other factors [9].

The main goals of developing marketing communicative strategy are:

- 1) sphere-control between consumer and a brand;
- 2) brand improving, according to the needs of the consumer, market demand and time;
- 3) develop a viable and predictable communication between consumer and a brand.

The challenges are analyzed in the process of developing marketing communicative strategy. Additionally, communication messages are emerged. These key elements have to be directed to the representatives of target audiences.

Specialist also analyze while forming marketing communicative strategy:

- The current image of the company;
- Strategic challenges facing it;
- Major trends and news media channels, that will spread the information to the target audience;
- Developed set of communication programs and PR-projects that will be formed through the image of the company and its top officials in the information space [4].

Key performing indicators of PR-activity have to be defined for timely adjustment and increase the effectiveness of PR-campaign in the framework of the MCS.

Much attention is given to strategic planning of marketing communications. Marketing communicative strategy perfectly fits to the structure of management companies. It is specially noted as a key element of the marketing strategy. The hierarchy of strategic planning

in the company can be explained this way: in the first place - the overall strategy of the company, which, in turn, followed by marketing communicative strategy.

The main terms and identifications have to be noticed before discussing the model of strategic planning marketing communications (fig. 1).

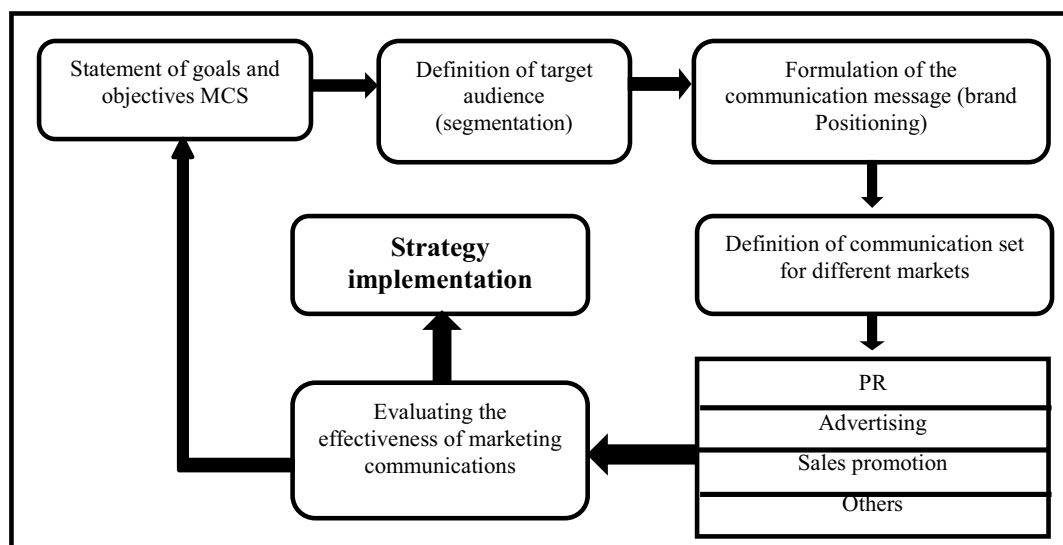


Figure 1 - Development of marketing communicative strategy scheme

The scheme is not marked with the initial phase of strategy development. It is about analysis of the situation, which is a vital step of all. Preliminary analysis of the situation is necessary first of all to assess available resources and to analyze the marketing strategies of competitors.

This process includes analysis based on past aspects of the organization of the main marketing performance, strengths and weaknesses of the company. Also, assess the situation in which the company operates in terms of the potential opportunities and threats. Moreover, during the previous analysis key factors can be considered. In the future they can affect an enterprise.

The aspects of the company's activity that can be attributed are following [3]:

- Competitive marketing communications and advertising strategies;
- Communication and advertising opportunities in the market;
- Distribution channels;
- International experience (best practices from related industries);
- The behavior of potential customers;
- Promoted product or service.

The following tools can be used:

1. SWOT-analysis (analysis of strengths and weaknesses, the opportunities and threats);

2. Marketing Research;

3. Reports of sales department;

4. Making of R & D department.

Statement of goals and objectives. Key areas have to be defined for achievable and measurable quantitative targets. These regions describe brand awareness, advertising awareness of brand, corporate image, reputation, brand and consumer preferences.

Brand positioning is the process of placing market position for the product or a company that would favorably distinguish it from the competitors. It is based mainly on emotional and subjective factors. It should be stressed, that it is less dependent on specific product features, clear guidelines for the company.

Correct goals organization provides more than a half of a successful marketing communication. Such goals are needed for the company just to understand what steps have to be taken in order to achieve them. Ultimately, it is have to be reported about successful reaching them.

Objective requirements can be formed, when based on the SMART model:

- S - specific (concrete),
- M - measurable (dimensional),
- A - achievable (attainable),
- R - relevant (pertinent),
- T - time bound (limited time).

Definition of target audience (segmentation). The main types of audiences are usually distinguished as: primary (potential buyers) and secondary (professional community, namely, partners, dealers, suppliers, journalists and analysts, potential customers, shareholders, employees, etc.).

The basic principles of target segmentation are:

- geography (region, type of settlement, population density, climate);
- psychographic (social class, image and lifestyle, personality type);
- behavioral (reason for buying desired benefits, user status, intensity of use, degree of commitment, the readiness of the buyer to accept the goods, the attitude to product);
- social-demographic (age, gender, family, income, occupation, education, national peculiarities consumption, etc.).

Formulation of the communication message. Firstly, an enterprise identifies target groups (segments), that are oriented by marketing communicative strategy. The next step is formulation of key communication messages for each group. For primary target audience such messages make different effects that we get from exposure to it, such as:

- functional communication - perception concerning the use of the product, service that consumer associate with the brand;
- social message - refers to the ability of the consumer to identify him with the target group;
- emotional message - refers to the brand ability that cause persistent emotions of a potential customer.

Definition of communication set for different markets. Methods, by which marketing communication sets are gathered, can greatly vary. This process depends on the type of target market. The most anticipated consumer response to a particular communicative set is necessary to take into account while planning procedure. Some marketing communication tools can cause very rapid reaction that can be measured fast (ex, personal sales).

The other instruments are characterized mainly with delayed effect. The time required for exposure to marketing communication tools varies in a very wide range. It is worth noting, that marketing managers of an enterprise have to create a marketing communicative set firstly. It will help to understand how quickly the market will react to each instrument.

The effectiveness of marketing communication tools. The final stage of any strategy is to determine the effectiveness of its products. Depending on the market in which the enterprise operates, the effectiveness of marketing communication tools is different. Thus, consumer demand for goods is characterized by the direction of the main tools in advertising and sales promotion.

Conclusions. There is no similar approach for creating a marketing communicative strategy. If we consider the whole complex of formation marketing communicative strategy, it should be stressed, that it is difficult and usually long process. However, according to the proper system approach, marketing communicative strategy develops enterprise quickly and efficiently. The unique element of each entity is combined with the presence of a universal formation algorithm.

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Процесс разработки маркетинговой коммуникативной стратегии предприятия

Целью статьи является анализ процесса разработки маркетинговой коммуникативной стратегии предприятия и определения основных его этапов.

В статье рассмотрена сущность маркетинговой коммуникативной стратегии и ее значение для каждого предприятия. Охарактеризованная главная цель формирования маркетинговой коммуникативной стратегии и определено ее место в иерархии стратегического планирования на предприятии. Определены компоненты МКС и описаны основное их содержание. Предложено пошаговую процедуру формирования маркетинговой коммуникативной стратегии предприятия, которая основывается на последовательности этапов принятия стратегических решений в процессе ее разработки.

Рассматривая весь комплекс формирования маркетинговой коммуникативной стратегии, необходимо заметить, что это непростой и преимущественно длительный процесс. Однако, при грамотном системном подходе, маркетинговая коммуникативная стратегия предприятия разрабатывается быстро и эффективно.

маркетинговая стратегия, маркетинговые коммуникации, маркетинговая коммуникативная стратегия, бренд, коммуникативный набор

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Особливості формування механізму контролінгу на машинобудівних підприємствах

В статті розглянуто основні принципи формування механізму контролінгу на машинобудівних підприємствах. Запропоновано алгоритм формування механізму контролінгу в системі управління підприємством. Охарактеризовано основні етапи формування механізму контролінгу.

контролінг, принципи формування, механізм контролінгу, алгоритм контролінгу

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